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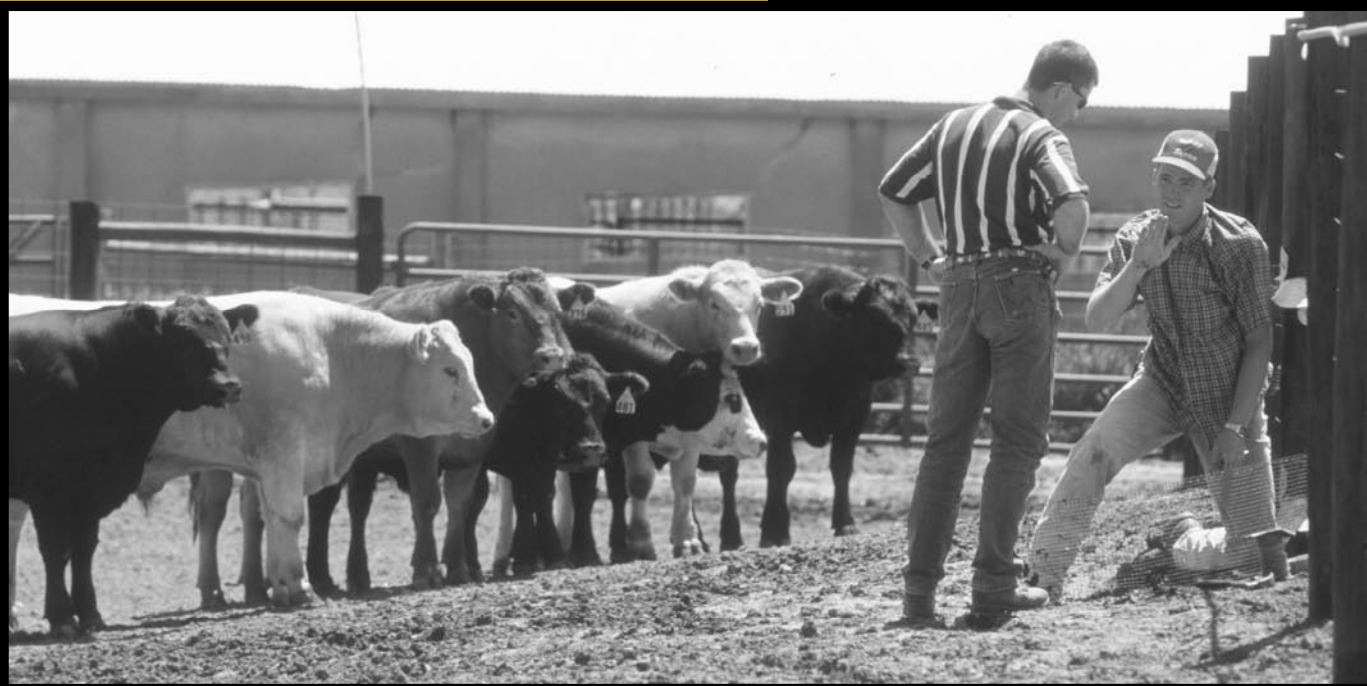
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NEBRASKA FEEDYARD LABOR COST BENCHMARKS AND HISTORICAL

June 2004

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2004 Nebraska Feedyard Labor Cost Benchmarks and Historical Trends

Executive Summary

Cattle feedyards in Nebraska were surveyed in April 2004 to determine costs of labor for various production and administrative employees. Fifty-nine feedyards, with an average size of 9,473 head, provided levels of salaries, benefits, and bonuses paid to their employees, and the number of employees in several job-function categories. Results of the survey indicate that the average total compensation (salary, benefits, and bonuses) for feedyard managers was more than \$66,000 per year, but it varied substantially by feedyard size. Total compensation to other supervisor categories of labor, including assistant manager, yard foreman, mill foreman, and maintenance foreman, averaged in the \$40,000 to \$50,000 range. Production labor categories, such as mill operators, feedtruck drivers, cowboys, and maintenance personnel, typically received from \$30,000 to \$40,000 per year compensation. According to the feedyard survey respondents, most employees are provided health insurance, life insurance, and retirement plan benefits.

Feedyard labor costs have increased approximately 5 percent per year across all labor categories since the last feedyard labor cost survey in 1999. Some categories of workers, including mill foreman and operators and maintenance foreman, saw even larger increases. Much of the increase in total compensation in recent years has been driven by increasing cost of providing benefits. This paper reports both the results of the 2004 labor cost survey and provides a summary of previous surveys conducted by University of Nebraska and Nebraska Cattlemen. Overall, feedyard labor costs have continued to increase in Nebraska, surpassing the rate of inflation.

Introduction

Cattle feedyards in Nebraska employ significant labor resources that can affect profitability. Feedyard managers must balance the need to be competitive in labor salaries and wages to attract employees in what can be a thin market and their own firm's cost minimization. To provide

Nebraska feedyards with current information on feedlot labor compensation, this University of Nebraska and Nebraska Cattlemen project surveyed cattle feedyards to obtain labor cost information.

The survey solicited general information about the feedyards and their employee compensation levels. Feedyard managers were asked to provide information about their feedyard's size, turnover, efficiency, and scope of operations. Employee issues explored included performance reviews, job descriptions, wage adjustments, and annual compensation. Employee annual compensation was obtained for 13 categories of feedyard employees, both full-time and part-time, similar to previous surveys. For each category, respondents indicated the number of employees, education level, length of service, hours worked per week, annual base salary or hourly wage, annual bonus, benefits provided, the value of benefits, and vacation, sick days, and holidays. Total annual compensation was calculated as the sum of base salary or annual wage equivalent, annual bonus, and value of benefits.

One hundred ninety-eight feedyard managers across Nebraska who are members of Nebraska Cattlemen were contacted in a series of two mailings to complete the survey. A total of 59 surveys were returned from the feedyards for a response rate of 29.8 percent. Feedyards surveyed ranged in size from 1,000 to 65,000 head, one-time capacity. As in previous labor cost surveys, feedyards were classified into three size categories: below 4,000 head, 4,000 to 12,000 head, and more than 12,000 head. Fifteen respondents fit into the first category, 32 into the second and twelve into the largest category. The average feedyard had a maximum capacity of 9,473 head with an average current on-feed inventory of 7,699 head (*Table 1*). Thus, the average feedlot inventory was 81 percent of its maximum capacity when the survey was conducted in April 2004. This ratio may have been somewhat lower than normal because of tight supplies in the feeder cattle market at this time. The average feedyard had a turnover of 2.26 times per year, resulting in approximately 17,400 head marketed per year (based on aver-

Table 1. Summary Statistics of Selected Variables

<i>Variable</i>	<i>Definition</i>	<i>Mean</i>	<i>Std. Dev.</i>
Capacity	Maximum one-time capacity	9,473	10,224
Inventory	Average on-feed inventory	7,699	8,856
Percent Full	Average on-feed inventory divided by capacity, percent	81	15
Total Compensation	Sum of employees' total compensation	\$354,822	\$440,331
Percent Admin.	Percent of total compensation paid to administration	28	22
Percent Full-Time	Percent of total compensation paid to full-time employees	91	22
Cost per Headday	Total compensation divided headdays produced	\$0.10	\$0.07
Turnover	Annual inventory turnover	2.26	0.41
Feed Efficiency	Pounds of feed per pound gain (DM basis)	6.68	0.43
Average Daily Gain	Average gain per day (lbs)	3.32	0.24
Enterprises	Percent of feedyards involved in other enterprises	86	35
Improvements	Percent of feedyards that invested in capital improvements in last 10 years	54	50
Job Description	Percent of feedyards using written job description	41	50
Performance Review	Percent of feedyards conducting an annual performance review	61	49

Source: UNL

age on-feed inventory). Twenty-three feedyards, or 39 percent, expanded capacity over the last five years by an average of 1,687 head. In the last 10 years, 33 feedyards, or 56 percent, expanded capacity an average of 3,368 head. Fifty-four percent of operations reported investing capital in feedyard facilities, equipment, or technology in the past five years. As a relative measure of feeding performance, respondents estimated their average feed efficiency (6.68 pounds of feed per pound of gain, DM basis) and average daily gain (3.32 pounds per day) for a 750-pound steer placed in March.

Eighty-six percent of responding feedyards reported involvement in other enterprises. Of the feedyards with other enterprises, 92 percent specified crop farming as another aspect of the operation. Corn for grain was grown by 87 percent of the feedyards that farm, corn silage by 62 percent, soybeans by 62 percent, and alfalfa hay by 60 percent. Ninety-two percent of the operations involved in crop farming fed 97 percent of the corn raised in the feedyard, 100 percent of the corn silage, none of the soybeans, and 97 percent of the alfalfa hay. The average acreage of each crop farmed by these feedyards was 1,241 acres of corn, 351 acres of silage, 530 acres of soybeans, and 296 acres of alfalfa hay.

Employees had written job descriptions at 41 percent of feedyards while 61 percent of feedyards conducted annual performance reviews. Wages were adjusted annually at 64 percent of feedyards but 31 percent have no set schedule. Wage increases were based (at least partially) on performance at 90 percent of feedyards, on cost of living at 56 percent of feedyards, and on length of service at 71 percent of feedyards.

2004 Salary Survey

Salary benchmarks for 13 full-time employee categories are found in *Tables 2 through 14* and data for select part-time employees are found in *Table 15*. Statistics for part-time labor are reported only for those categories where multiple responses were collected to protect the identity of the respondents. Feedyard respondents classified their employees into the categories most appropriate to their position and in proportion to the amount of work in an area for split positions. Statistics are reported for all feedyards and by size category. Each table reports the number of feedyards with at least one employee in the category as well as the education level, length of service, and hours worked per week of the average employee in the category. Average base

salary or hourly wage is reported followed by minimum and maximum values for each. These statistics must be used carefully as some of the values may be sensitive to low response volume. So, in cases where the number of observations for a particular employee category and feedyard number is small, the reported numbers should be used cautiously.

The percentage of employees receiving bonuses and certain benefits are reported along with the average, minimum, and maximum total value of benefits. The benefits reported include automobiles, housing, health, life, and disability insurance, retirement plans, and profit sharing. Following benefits, the average number of vacation days, sick days, and holidays is reported. Finally, total annual compensation is reported including the average, minimum, and maximum value for each group.

As expected, feedyard managers have the highest total annual compensation, averaging \$66,281 per year (*Table 2*). Total compensation paid to managers ranges from a low of \$24,000 per year to a high of \$146,000 per year, but this range is reduced substantially when evaluated by feedyard size. Often, the maximum total compensation within a category is paid to an employee in a feedyard with capacity of over 12,000 head. In only two categories, feedtruck driver and general laborer, is maximum total compensation paid to an employee at feedyards under 4,000 head capacity (*Tables 7 and 12*). This may be an indication that these employees at smaller yards have job responsibilities extending beyond those duties and are compensated accordingly.

Employees in management positions, both upper and mid-level, are generally paid by salary whereas employees in the more production-oriented categories tend to receive hourly wages. A majority of employees in the manager, assistant manager, yard foreman, maintenance foreman, and office manager categories are paid by salary. In the remaining categories, a majority of employees are paid by hourly wages.

Most feedyards, regardless of size, provide health insurance, life insurance, and some type of retirement plan to most employees. A majority of employees in all categories receive health insurance and a retirement plan. Those participating in retirement plans range from a low of 52 percent for maintenance foreman to a high of 83 percent for maintenance personnel. Head cowboy and general laborer are the only categories

in which a majority of employees do not receive or take advantage of life insurance benefits from the feedyard. Automobiles are provided to a majority of managers, assistant managers, and yard foremen. Larger feedyards more frequently provide automobiles than smaller yards. The opposite is true of housing where smaller feedyards are more likely to provide housing than larger feedyards. Fifty-seven percent of managers at feedyards under 4,000 head receive housing, but only 8 percent of feedyards over 12,000 head provide housing to managers. Smaller feedyards providing housing more frequently occurs across several employee categories, including assistant manager, mill foreman, mill operator, feedtruck driver, head cowboy, cowboy, maintenance foreman, and maintenance personnel.

The average feedyard had a total annual labor expense of \$354,822, including benefits and bonuses. Administrative employees (manager, assistant manager, office manager and office personnel) are paid 28 percent and full-time employees 91 percent of the total annual compensation. The average labor cost per headday for all 59 feedyards is \$0.10. The labor cost per headday by capacity was \$0.11, \$0.10, and \$0.10 for the less than 4,000 head, 4,000-12,000 head, and more than 12,000 head capacity feedyards. Analysis of these costs revealed no statistically significant difference between feedyard capacity and labor cost per headday.

Historical Labor Cost Trends

Because similar labor cost studies of Nebraska Cattlemen feedyards were conducted in 1990, 1992, 1995, and 1999, data from the 2004 survey can be compared to the historical data to observe trends in feedyard labor costs. Selected labor cost information from each of the previous surveys is reported in *Tables 16 to 19*. Salaries, wages, benefits, and total annual compensation increased for all positions in 2004 relative to 1999 except one. The only area that decreased was the value of benefits paid to yard foremen. Salaries rose considerably between 1999 and 2004 with all categories of employees experiencing at least an 18 percent increase except three—feedtruck driver, office manager, and office personnel (*Table 16*). Three categories, mill foreman, mill operator, and maintenance foreman, experienced salary increases of over 33 percent relative to 1999. Wage increases were not as dramatic as

salary increases over the same period with the average wage increasing 2.3 percent per year compared to approximately 4.8 percent per year for salaries (*Table 17*). The maximum wage increase was 21.6 percent between 1999 and 2004 for general laborer compared to the largest increase of 44.3 percent for mill foreman among salaried employees over that time.

Overall, salaries and wages have followed the same general trend since 1990. Only 1995 saw a decrease in salaries for any category when five employee groups experienced declines, and 1995 and 1999 each saw one category of employee experience a decline in wages. Other than those seven employee categories and years, every other group experienced consistent salary and wage increases. Some of these differences could be attributed to differences in the sample as the same feedyards are not necessarily represented in the data. However, the feedyards members of Nebraska Cattlemen were used as the survey group in each of the five reported surveys. Still, because five different surveys are being compared, some sampling differences may cause some variance in the data.

Benefits increased substantially in 2004 relative to 1999 (*Table 18*). The smallest increase was 23.4 percent for feed truck drivers, but many changes were substantially higher. Maintenance personnel experienced the largest increase of 71.5 percent, but the value of benefits for this position decreased 24.1 percent in 1999 relative to 1995 so 2004 may have been a correction for this decline. On average, the value of benefits in 2004

increased 31.2 percent relative to 1999 or about 6.2 percent per year over that period.

Total annual compensation experienced increases in all categories in 2004 (*Table 19*). The increases were substantial, with the smallest increase of 17 percent for mill operators. Overall, total annual compensation increased 24.4 percent in 2004 relative to 1999 or 4.9 percent per year. Total annual compensation increased faster than inflation for the same period. Based on the Consumer Price Index, the Bureau of Labor Statistics reports inflation for the Midwest at approximately 12.4 percent from March of 1999 to March of 2004, roughly the same time span covered by the two surveys, or about 2.5 percent per year.

Conclusions

Results of this study indicate that labor costs in Nebraska feedyards continued to rise in 2004. Employee compensation at Nebraska feedyards has actually exceeded the rate of inflation. Feedyards appear competitive in maintaining wages relative to rising costs in the economy. It may be beneficial to examine how much Nebraska feedyards compensate employees compared to other comparable agricultural industries. It may also be interesting to compare how employee compensation has changed in other agricultural industries relative to the cattle feeding industry. In any case, the data reported here provides a reference for feedyard managers in making employee labor decisions.

Table 2. Salary, Benefit, and Compensation Benchmarks for Feedyard Managers

	<i>Feedlot Capacity</i>			
	<i>All Yards</i>	<i>Over 12,000</i>	<i>4000-12,000</i>	<i>Under 4,000</i>
Total Feedyards Responding	59	12	32	15
Number Responding To This Position	37	12	18	7
Percent	63%	100%	56%	47%
Average Length of Service in Years	17.0	12.4	18.5	21.3
Average Education Level ^a	15.1	15.3	14.3	14.9
Average Hours Worked/Week	60.8	59.6	61.4	61.4
Average Base Salary/Year	\$47,921	\$61,726	\$44,203	\$35,786
Low Base Salary/Year	\$16,000	\$40,000	\$16,000	\$24,000
High Base Salary/Year	\$90,000	\$90,000	\$80,000	\$60,000
Average Hourly Wage	— ^b	—	N/A	N/A
Low Hourly Wage	—	—	N/A	N/A
High Hourly Wage	—	—	N/A	N/A
Percent Paid Salary	97%	92%	100%	100%
Percent Paid Hourly	3%	8%	0%	0%
Percent Receiving Bonuses	62%	75%	67%	29%
Average Value of Bonuses/Year	\$12,245	\$22,486	\$5,604	\$6,000
Percent Receiving the Following Benefits:				
Auto	74%	92%	58%	86%
Housing	37%	8%	47%	57%
Health Insurance	84%	100%	74%	86%
Life Insurance	58%	83%	63%	0%
Disability Insurance	26%	33%	32%	0%
Retirement Plan	63%	83%	63%	29%
Profit-Sharing	37%	33%	37%	43%
Average Value of Benefits/Year	\$11,813	\$12,187	\$11,657	\$11,520
Low Value of Benefits/Year	\$3,000	\$3,000	\$3,500	\$8,000
High Value of Benefits/Year	\$24,000	\$24,000	\$24,000	\$15,000
Average Number of Vacation Days/Year	13.5	11.3	14.4	14.2
Average Number of Sick Days/Year	6.6	5.8	7.1	7.0
Average Number of Holidays/ Year	5.3	4.8	5.3	5.6
Average Total Compensation/Year ^c	\$66,281	\$87,869	\$59,216	\$47,443
Low Total Compensation/Year	\$24,000	\$48,000	\$38,100	\$24,000
High Total Compensation/Year	\$146,000	\$146,000	\$105,000	\$82,000

Source: UNL

^aHigh School=12; Associate Degree=14; Bachelor Degree=16

^bLow number of responses prevent data from being reported

^cTotal compensation is sum of base annual salary or wage, benefits, and bonus

Table 3. Salary, Benefit, and Compensation Benchmarks for Feedyard Assistant Managers

	<i>Feedlot Capacity</i>			
	<i>All Yards</i>	<i>Over 12,000</i>	<i>4000-12,000</i>	<i>Under 4,000</i>
Total Feedyards Responding	59	12	32	15
Number Responding To This Position	18	8	6	4
Percent	31%	67%	19%	27%
Average Length of Service in Years	10.9	8.8	14.2	10.3
Average Education Level ^a	13.6	14.1	12.3	14.5
Average Hours Worked/Week	57.2	60.0	55.0	55.0
Average Base Salary/Year	\$36,054	\$45,094	\$30,133	\$31,375
Low Base Salary/Year	\$16,000	\$35,000	\$16,000	\$24,500
High Base Salary/Year	\$55,000	\$55,000	\$40,000	\$37,000
Average Hourly Wage	\$11.88	\$11.88	N/A	N/A
Low Hourly Wage	\$11.75	\$11.75	N/A	N/A
High Hourly Wage	\$12.00	\$12.00	N/A	N/A
Percent Paid Salary	89%	75%	100%	100%
Percent Paid Hourly	11%	25%	0%	0%
Percent Receiving Bonuses	56%	88%	50%	0%
Average Value of Bonuses/Year	\$5,491	\$7,344	\$1,167	N/A
Percent Receiving the Following Benefits:				
Auto	67%	100%	67%	0%
Housing	56%	50%	50%	75%
Health Insurance	89%	100%	67%	100%
Life Insurance	56%	63%	67%	25%
Disability Insurance	33%	25%	50%	25%
Retirement Plan	72%	88%	67%	50%
Profit-Sharing	33%	13%	50%	50%
Average Value of Benefits/Year	\$9,278	\$9,667	\$8,683	\$9,700
Low Value of Benefits/Year	\$3,600	\$6,000	\$3,600	\$4,400
High Value of Benefits/Year	\$21,600	\$18,195	\$21,600	\$15,000
Average Number of Vacation Days/Year	12.6	12.8	13.7	10.8
Average Number of Sick Days/Year	5.1	5.4	5.0	4.7
Average Number of Holidays/ Year	4.7	4.8	4.6	4.5
Average Total Compensation/Year ^c	\$47,587	\$58,471	\$39,400	\$38,100
Low Total Compensation/Year	\$32,000	\$36,000	\$34,600	\$32,000
High Total Compensation/Year	\$84,061	\$84,061	\$47,600	\$45,000

Source: UNL

^aHigh School=12; Associate Degree=14; Bachelor Degree=16

^bLow number of responses prevent data from being reported

^cTotal compensation is sum of base annual salary or wage, benefits, and bonus

Table 4. Salary, Benefit, and Compensation Benchmarks for Yard Foremen

	<i>Feedlot Capacity</i>			
	<i>All Yards</i>	<i>Over 12,000</i>	<i>4000-12,000</i>	<i>Under 4,000</i>
Total Feedyards Responding	59	12	32	15
Number Responding To This Position	27	8	16	3
Percent	46%	67%	50%	20%
Average Length of Service in Years	11.3	10.8	13.2	2.7
Average Education Level ^a	13.2	13.4	13.3	12.0
Average Hours Worked/Week	58.4	60.0	56.5	65.0
Average Base Salary/Year	\$37,470	\$42,528	\$35,216	\$28,500
Low Base Salary/Year	\$24,000	\$36,600	\$30,000	\$24,000
High Base Salary/Year	\$57,000	\$57,000	\$42,900	\$33,000
Average Hourly Wage	\$9.79	N/A	\$9.88	— ^b
Low Hourly Wage	\$7.50	N/A	\$7.50	—
High Hourly Wage	\$12.05	N/A	\$12.05	—
Percent Paid Salary	74%	100%	63%	67%
Percent Paid Hourly	26%	0%	38%	33%
Percent Receiving Bonuses	78%	88%	88%	0%
Average Value of Bonuses/Year	\$2,667	\$3,429	\$2,286	N/A
Percent Receiving the Following Benefits:				
Auto	56%	75%	50%	33%
Housing	33%	25%	38%	33%
Health Insurance	74%	88%	69%	67%
Life Insurance	52%	75%	50%	0%
Disability Insurance	30%	25%	31%	33%
Retirement Plan	63%	75%	63%	33%
Profit-Sharing	15%	0%	19%	33%
Average Value of Benefits/Year	\$7,336	\$8,941	\$6,558	\$7,950
Low Value of Benefits/Year	\$3,000	\$6,000	\$3,000	\$5,000
High Value of Benefits/Year	\$14,739	\$14,739	\$12,000	\$10,900
Average Number of Vacation Days/Year	11.3	12.8	11.1	8.7
Average Number of Sick Days/Year	5.5	6.0	5.5	4.5
Average Number of Holidays/ Year	4.5	5.2	4.0	4.5
Average Total Compensation/Year ^c	\$44,167	\$53,476	\$41,613	\$32,967
Low Total Compensation/Year	\$21,000	\$45,500	\$25,000	\$21,000
High Total Compensation/Year	\$69,000	\$69,000	\$52,000	\$43,000

Source: UNL

^aHigh School=12; Associate Degree=14; Bachelor Degree=16

^bLow number of responses prevent data from being reported

^cTotal compensation is sum of base annual salary or wage, benefits, and bonus

Table 5. Salary, Benefit, and Compensation Benchmarks for Mill Foremen

	<i>Feedlot Capacity</i>			
	<i>All Yards</i>	<i>Over 12,000</i>	<i>4000-12,000</i>	<i>Under 4,000</i>
Total Feedyards Responding	59	12	32	15
Number Responding To This Position	13	9	4	0
Percent	22%	75%	13%	0%
Average Length of Service in Years	13.0	12.3	14.5	N/A
Average Education Level ^a	12.0	12.0	12.0	N/A
Average Hours Worked/Week	61.5	62.5	59.0	N/A
Average Base Salary/Year	\$38,622	\$39,146	— ^b	N/A
Low Base Salary/Year	\$31,280	\$31,280	—	N/A
High Base Salary/Year	\$47,000	\$47,000	—	N/A
Average Hourly Wage	\$9.97	\$11.29	\$8.22	N/A
Low Hourly Wage	\$7.00	\$9.25	\$7.00	N/A
High Hourly Wage	\$12.40	\$12.40	\$9.50	N/A
Percent Paid Salary	46%	56%	25%	N/A
Percent Paid Hourly	54%	44%	75%	N/A
Percent Receiving Bonuses	77%	67%	100%	N/A
Average Value of Bonuses/Year	\$1,640	\$1,917	\$1,225	N/A
Percent Receiving the Following Benefits:				
Auto	31%	33%	25%	N/A
Housing	23%	22%	25%	N/A
Health Insurance	85%	89%	75%	N/A
Life Insurance	62%	67%	50%	N/A
Disability Insurance	15%	22%	0%	N/A
Retirement Plan	62%	78%	25%	N/A
Profit-Sharing	8%	11%	0%	N/A
Average Value of Benefits/Year	\$6,260	\$6,938	\$4,453	N/A
Low Value of Benefits/Year	\$2,000	\$2,000	\$2,158	N/A
High Value of Benefits/Year	\$14,139	\$14,139	\$7,000	N/A
Average Number of Vacation Days/Year	13.0	13.9	11.3	N/A
Average Number of Sick Days/Year	5.6	5.4	6.0	N/A
Average Number of Holidays/ Year	5.6	5.3	7.0	N/A
Average Total Compensation/Year ^c	\$41,952	\$45,891	\$33,089	N/A
Low Total Compensation/Year	\$28,700	\$31,500	\$28,700	N/A
High Total Compensation/Year	\$56,648	\$56,648	\$39,158	N/A

Source: UNL

^aHigh School=12; Associate Degree=14; Bachelor Degree=16

^bLow number of responses prevent data from being reported

^cTotal compensation is sum of base annual salary or wage, benefits, and bonus

Table 6. Salary, Benefit, and Compensation Benchmarks for Mill Operators

	<i>Feedlot Capacity</i>			
	<i>All Yards</i>	<i>Over 12,000</i>	<i>4000-12,000</i>	<i>Under 4,000</i>
Total Feedyards Responding	59	12	32	15
Number Responding To This Position	9	5	4	0
Percent	15%	42%	13%	0%
Average Length of Service in Years	5.5	5.8	5.3	N/A
Average Education Level ^a	12.0	12.0	12.0	N/A
Average Hours Worked/Week	56.3	60.0	52.5	N/A
Average Base Salary/Year	\$27,933	— ^b	\$24,400	N/A
Low Base Salary/Year	\$22,800	—	\$22,800	N/A
High Base Salary/Year	\$35,000	—	\$26,000	N/A
Average Hourly Wage	\$8.75	\$8.94	\$8.38	N/A
Low Hourly Wage	\$6.75	\$8.00	\$6.75	N/A
High Hourly Wage	\$10.00	\$10.00	\$10.00	N/A
Percent Paid Salary	33%	20%	50%	N/A
Percent Paid Hourly	67%	80%	50%	N/A
Percent Receiving Bonuses	89%	80%	100%	N/A
Average Value of Bonuses/Year	\$1,150	\$875	\$1,425	N/A
Percent Receiving the Following Benefits:				
Auto	22%	20%	25%	N/A
Housing	11%	0%	25%	N/A
Health Insurance	100%	100%	100%	N/A
Life Insurance	67%	80%	50%	N/A
Disability Insurance	33%	60%	0%	N/A
Retirement Plan	78%	80%	75%	N/A
Profit-Sharing	22%	20%	25%	N/A
Average Value of Benefits/Year	\$5,500	\$5,900	\$5,000	N/A
Low Value of Benefits/Year	\$1,000	\$3,000	\$1,000	N/A
High Value of Benefits/Year	\$10,000	\$8,500	\$10,000	N/A
Average Number of Vacation Days/Year	12.0	11.6	12.7	N/A
Average Number of Sick Days/Year	5.0	4.8	6.0	N/A
Average Number of Holidays/ Year	6.3	5.3	7.7	N/A
Average Total Compensation/Year ^c	\$32,436	\$34,512	\$29,840	N/A
Low Total Compensation/Year	\$25,000	\$27,600	\$25,000	N/A
High Total Compensation/Year	\$42,000	\$42,000	\$39,000	N/A

Source: UNL

^aHigh School=12; Associate Degree=14; Bachelor Degree=16

^bLow number of responses prevent data from being reported

^cTotal compensation is sum of base annual salary or wage, benefits, and bonus

Table 7. Salary, Benefit, and Compensation Benchmarks for Feedtruck Drivers

	<i>Feedlot Capacity</i>			
	<i>All Yards</i>	<i>Over 12,000</i>	<i>4000-12,000</i>	<i>Under 4,000</i>
Total Feedyards Responding	59	12	32	15
Number Responding To This Position	35	12	20	3
Percent	59%	100%	63%	20%
Average Length of Service in Years	5.5	4.0	6.1	8.0
Average Education Level ^a	12.4	12.1	12.5	13.3
Average Hours Worked/Week	54.8	60.3	52.0	50.0
Average Base Salary/Year	\$26,270	— ^b	\$28,154	—
Low Base Salary/Year	\$20,000	—	\$24,400	—
High Base Salary/Year	\$31,217	—	\$31,217	—
Average Hourly Wage	\$9.28	\$8.90	\$9.48	\$9.75
Low Hourly Wage	\$7.65	\$7.80	\$7.65	\$9.50
High Hourly Wage	\$11.00	\$10.16	\$11.00	\$10.00
Percent Paid Salary	17%	8%	20%	33%
Percent Paid Hourly	83%	92%	80%	67%
Percent Receiving Bonuses	83%	75%	95%	33%
Average Value of Bonuses/Year	\$1,232	\$1,006	\$1,220	—
Percent Receiving the Following Benefits:				
Auto	8%	0%	10%	33%
Housing	22%	17%	24%	33%
Health Insurance	78%	100%	67%	67%
Life Insurance	50%	58%	52%	0%
Disability Insurance	25%	25%	29%	0%
Retirement Plan	58%	83%	43%	67%
Profit-Sharing	11%	8%	10%	33%
Average Value of Benefits/Year	\$4,761	\$4,660	\$4,368	\$9,050
Low Value of Benefits/Year	\$1,000	\$1,600	\$1,000	\$3,600
High Value of Benefits/Year	\$14,500	\$8,500	\$10,000	\$14,500
Average Number of Vacation Days/Year	10.2	10.6	9.4	13.0
Average Number of Sick Days/Year	5.9	5.7	6.2	N/A
Average Number of Holidays/ Year	5.5	5.3	5.6	6.0
Average Total Compensation/Year ^c	\$31,315	\$31,156	\$31,112	\$34,300
Low Total Compensation/Year	\$19,775	\$23,782	\$19,775	\$23,600
High Total Compensation/Year	\$45,000	\$38,906	\$39,955	\$45,000

Source: UNL

^aHigh School=12; Associate Degree=14; Bachelor Degree=16

^bLow number of responses prevent data from being reported

^cTotal compensation is sum of base annual salary or wage, benefits, and bonus

Table 8. Salary, Benefit, and Compensation Benchmarks for Head Cowboys

	<i>Feedlot Capacity</i>			
	<i>All Yards</i>	<i>Over 12,000</i>	<i>4000-12,000</i>	<i>Under 4,000</i>
Total Feedyards Responding	59	12	32	15
Number Responding To This Position	30	9	18	3
Percent	51%	75%	56%	20%
Average Length of Service in Years	7.5	6.2	7.2	12.7
Average Education Level ^a	12.5	13.1	12.2	12.7
Average Hours Worked/Week	56.3	59.6	54.2	60.0
Average Base Salary/Year	\$32,482	\$40,125	\$28,114	N/A
Low Base Salary/Year	\$25,000	\$30,000	\$25,000	N/A
High Base Salary/Year	\$45,000	\$45,000	\$30,000	N/A
Average Hourly Wage	\$10.42	\$9.78	\$10.83	\$9.95
Low Hourly Wage	\$7.50	\$8.25	\$7.50	\$9.60
High Hourly Wage	\$13.83	\$12.00	\$13.83	\$10.25
Percent Paid Salary	37%	44%	39%	0%
Percent Paid Hourly	63%	56%	61%	100%
Percent Receiving Bonuses	77%	67%	89%	33%
Average Value of Bonuses/Year	\$1,812	\$2,406	\$1,484	— ^b
Percent Receiving the Following Benefits:				
Auto	27%	22%	33%	0%
Housing	43%	33%	44%	67%
Health Insurance	83%	89%	78%	100%
Life Insurance	47%	44%	50%	33%
Disability Insurance	37%	22%	39%	67%
Retirement Plan	63%	78%	56%	67%
Profit-Sharing	17%	0%	17%	67%
Average Value of Benefits/Year	\$6,869	\$6,741	\$6,090	\$14,000
Low Value of Benefits/Year	\$1,000	\$2,640	\$1,000	\$11,500
High Value of Benefits/Year	\$16,500	\$12,500	\$12,000	\$16,500
Average Number of Vacation Days/Year	10.9	12.3	10.1	11.0
Average Number of Sick Days/Year	6.6	6.0	6.6	12.0
Average Number of Holidays/ Year	4.9	5.0	4.8	5.0
Average Total Compensation/Year ^c	\$38,636	\$42,930	\$35,865	\$44,240
Low Total Compensation/Year	\$26,056	\$34,400	\$26,056	\$43,480
High Total Compensation/Year	\$59,000	\$59,000	\$44,028	\$45,000

Source: UNL

^aHigh School=12; Associate Degree=14; Bachelor Degree=16

^bLow number of responses prevent data from being reported

^cTotal compensation is sum of base annual salary or wage, benefits, and bonus

Table 9. Salary, Benefit, and Compensation Benchmarks for Cowboys

	<i>Feedlot Capacity</i>			
	<i>All Yards</i>	<i>Over 12,000</i>	<i>4000-12,000</i>	<i>Under 4,000</i>
Total Feedyards Responding	59	12	32	15
Number Responding To This Position	27	12	15	0
Percent	46%	100%	47%	0%
Average Length of Service in Years	3.0	3.0	2.9	N/A
Average Education Level ^a	12.5	12.0	13.0	N/A
Average Hours Worked/Week	55.6	58.7	53.2	N/A
Average Base Salary/Year	\$26,650	\$26,750	\$26,600	N/A
Low Base Salary/Year	\$24,400	\$26,000	\$24,400	N/A
High Base Salary/Year	\$30,000	\$27,500	\$30,000	N/A
Average Hourly Wage	\$8.83	\$8.96	\$8.71	N/A
Low Hourly Wage	\$7.00	\$7.68	\$7.00	N/A
High Hourly Wage	\$10.00	\$9.80	\$10.00	N/A
Percent Paid Salary	22%	17%	27%	N/A
Percent Paid Hourly	78%	83%	73%	N/A
Percent Receiving Bonuses	81%	75%	87%	N/A
Average Value of Bonuses/Year	\$1,135	\$1,202	\$1,088	N/A
Percent Receiving the Following Benefits:				
Auto	7%	0%	13%	N/A
Housing	26%	17%	33%	N/A
Health Insurance	85%	92%	80%	N/A
Life Insurance	59%	58%	60%	N/A
Disability Insurance	33%	25%	40%	N/A
Retirement Plan	59%	83%	40%	N/A
Profit-Sharing	11%	8%	13%	N/A
Average Value of Benefits/Year	\$4,826	\$4,496	\$5,106	N/A
Low Value of Benefits/Year	\$1,000	\$1,740	\$1,000	N/A
High Value of Benefits/Year	\$11,000	\$8,500	\$11,000	N/A
Average Number of Vacation Days/Year	9.8	10.6	9.1	N/A
Average Number of Sick Days/Year	5.1	5.3	4.8	N/A
Average Number of Holidays/ Year	5.2	5.0	5.4	N/A
Average Total Compensation/Year ^c	\$30,410	\$31,171	\$29,801	N/A
Low Total Compensation/Year	\$18,501	\$21,435	\$18,501	N/A
High Total Compensation/Year	\$42,000	\$39,296	\$42,000	N/A

Source: UNL

^aHigh School=12; Associate Degree=14; Bachelor Degree=16

^bLow number of responses prevent data from being reported

^cTotal compensation is sum of base annual salary or wage, benefits, and bonus

Table 10. Salary, Benefit, and Compensation Benchmarks for Maintenance Foremen

	<i>Feedlot Capacity</i>			
	<i>All Yards</i>	<i>Over 12,000</i>	<i>4000-12,000</i>	<i>Under 4,000</i>
Total Feedyards Responding	59	12	32	15
Number Responding To This Position	21	7	11	3
Percent	36%	58%	34%	20%
Average Length of Service in Years	11.2	15.3	10.0	7.3
Average Education Level ^a	12.4	12.0	12.4	13.3
Average Hours Worked/Week	57.3	64.4	53.9	53.0
Average Base Salary/Year	\$32,271	\$37,833	\$32,912	\$25,000
Low Base Salary/Year	\$16,000	\$30,000	\$16,000	\$25,000
High Base Salary/Year	\$42,000	\$42,000	\$42,000	\$25,000
Average Hourly Wage	\$10.37	\$10.75	\$9.87	N/A
Low Hourly Wage	\$7.50	\$9.00	\$7.50	N/A
High Hourly Wage	\$13.00	\$13.00	\$12.50	N/A
Percent Paid Salary	67%	43%	73%	100%
Percent Paid Hourly	33%	57%	27%	0%
Percent Receiving Bonuses	67%	71%	64%	67%
Average Value of Bonuses/Year	\$1,562	\$2,363	\$1,186	\$875
Percent Receiving the Following Benefits:				
Auto	43%	29%	45%	67%
Housing	43%	0%	55%	100%
Health Insurance	86%	100%	91%	33%
Life Insurance	57%	71%	64%	0%
Disability Insurance	43%	43%	55%	0%
Retirement Plan	52%	71%	55%	0%
Profit-Sharing	14%	0%	27%	0%
Average Value of Benefits/Year	\$8,198	\$6,121	\$10,684	\$4,755
Low Value of Benefits/Year	\$2,926	\$4,000	\$2,926	\$3,600
High Value of Benefits/Year	\$21,600	\$9,500	\$21,600	\$6,164
Average Number of Vacation Days/Year	12.3	13.9	12.5	8.0
Average Number of Sick Days/Year	5.9	6.0	6.7	3.5
Average Number of Holidays/ Year	5.5	5.2	4.7	8.0
Average Total Compensation/Year ^c	\$41,351	\$45,253	\$41,872	\$30,338
Low Total Compensation/Year	\$27,300	\$35,000	\$27,300	\$29,600
High Total Compensation/Year	\$57,000	\$51,008	\$57,000	\$31,164

Source: UNL

^aHigh School=12; Associate Degree=14; Bachelor Degree=16

^bLow number of responses prevent data from being reported

^cTotal compensation is sum of base annual salary or wage, benefits, and bonus

Table 11. Salary, Benefit, and Compensation Benchmarks for Maintenance Personnel

	<i>Feedlot Capacity</i>			
	<i>All Yards</i>	<i>Over 12,000</i>	<i>4000- 12,000</i>	<i>Under 4,000</i>
Total Feedyards Responding	59	12	32	15
Number Responding To This Position	18	10	6	2
Percent	31%	83%	19%	13%
Average Length of Service in Years	7.2	6.0	5.5	18.0
Average Education Level ^a	12.4	12.0	13.3	12.0
Average Hours Worked/Week	53.1	57.6	48.3	45.0
Average Base Salary/Year	\$27,733	\$29,150	— ^b	N/A
Low Base Salary/Year	\$24,900	\$27,000	—	N/A
High Base Salary/Year	\$31,300	\$31,300	—	N/A
Average Hourly Wage	\$9.17	\$8.61	\$9.80	\$9.80
Low Hourly Wage	\$6.50	\$7.73	\$6.50	\$9.00
High Hourly Wage	\$12.00	\$10.80	\$12.00	\$10.60
Percent Paid Salary	17%	20%	17%	0%
Percent Paid Hourly	83%	80%	83%	100%
Percent Receiving Bonuses	83%	80%	100%	50%
Average Value of Bonuses/Year	\$1,165	\$1,100	\$1,113	\$2,000
Percent Receiving the Following Benefits:				
Auto	6%	0%	17%	0%
Housing	17%	10%	17%	50%
Health Insurance	89%	90%	100%	50%
Life Insurance	67%	70%	67%	50%
Disability Insurance	39%	30%	50%	50%
Retirement Plan	83%	80%	83%	100%
Profit-Sharing	22%	10%	33%	50%
Average Value of Benefits/Year	\$5,619	\$4,574	\$6,632	\$10,000
Low Value of Benefits/Year	\$1,305	\$1,305	\$3,000	\$10,000
High Value of Benefits/Year	\$12,490	\$8,500	\$12,490	\$10,000
Average Number of Vacation Days/Year	10.7	11.6	9.5	9.5
Average Number of Sick Days/Year	6.3	5.3	8.3	N/A
Average Number of Holidays/ Year	5.3	5.1	5.5	6.0
Average Total Compensation/Year ^c	\$31,677	\$31,174	\$33,653	\$28,268
Low Total Compensation/Year	\$16,536	\$26,960	\$25,800	\$16,536
High Total Compensation/Year	\$43,120	\$39,487	\$43,120	\$40,000

Source: UNL

^aHigh School=12; Associate Degree=14; Bachelor Degree=16

^bLow number of responses prevent data from being reported

^cTotal compensation is sum of base annual salary or wage, benefits, and bonus

Table 12. Salary, Benefit, and Compensation Benchmarks for General Laborers

	<i>Feedlot Capacity</i>			
	<i>All Yards</i>	<i>Over 12,000</i>	<i>4000-12,000</i>	<i>Under 4,000</i>
Total Feedyards Responding	59	12	32	15
Number Responding To This Position	28	8	13	7
Percent	47%	67%	41%	47%
Average Length of Service in Years	4.0	3.9	3.9	4.3
Average Education Level ^a	12.4	12.1	12.5	12.3
Average Hours Worked/Week	54.8	59.9	52.4	53.3
Average Base Salary/Year	\$25,067	N/A	\$27,133	\$23,000
Low Base Salary/Year	\$21,000	N/A	\$24,000	\$21,000
High Base Salary/Year	\$30,000	N/A	\$30,000	\$24,000
Average Hourly Wage	\$9.11	\$8.92	\$8.57	\$10.88
Low Hourly Wage	\$6.50	\$7.08	\$6.50	\$10.00
High Hourly Wage	\$12.00	\$12.00	\$11.00	\$12.00
Percent Paid Salary	21%	0%	23%	43%
Percent Paid Hourly	79%	100%	77%	57%
Percent Receiving Bonuses	68%	63%	85%	43%
Average Value of Bonuses/Year	\$737	\$790	\$741	\$741
Percent Receiving the Following Benefits:				
Auto	11%	0%	8%	29%
Housing	29%	38%	31%	14%
Health Insurance	75%	88%	69%	71%
Life Insurance	32%	50%	31%	14%
Disability Insurance	29%	38%	15%	43%
Retirement Plan	54%	63%	54%	43%
Profit-Sharing	7%	0%	15%	0%
Average Value of Benefits/Year	\$5,330	\$4,048	\$6,707	\$4,643
Low Value of Benefits/Year	\$1,000	\$2,000	\$3,500	\$1,000
High Value of Benefits/Year	\$11,000	\$8,500	\$10,062	\$11,000
Average Number of Vacation Days/Year	10.2	11.5	9.5	10.0
Average Number of Sick Days/Year	5.5	5.6	5.4	6.0
Average Number of Holidays/ Year	5.4	5.2	5.2	6.3
Average Total Compensation/Year ^c	\$29,892	\$29,366	\$29,040	\$32,076
Low Total Compensation/Year	\$18,000	\$25,644	\$18,000	\$22,250
High Total Compensation/Year	\$39,240	\$33,960	\$38,462	\$39,240

Source: UNL

^aHigh School=12; Associate Degree=14; Bachelor Degree=16

^bLow number of responses prevent data from being reported

^cTotal compensation is sum of base annual salary or wage, benefits, and bonus

Table 13. Salary, Benefit, and Compensation Benchmarks for Office Managers

	<i>Feedlot Capacity</i>			
	<i>All Yards</i>	<i>Over 12,000</i>	<i>4000- 12,000</i>	<i>Under 4,000</i>
Total Feedyards Responding	59	12	32	15
Number Responding To This Position	25	9	15	1
Percent	42%	75%	47%	7%
Average Length of Service in Years	13.6	7.3	17.4	6.0
Average Education Level ^a	14.8	15.1	14.6	16.0
Average Hours Worked/Week	39.8	41.6	38.7	40.0
Average Base Salary/Year	\$28,595	\$35,271	\$22,172	— ^b
Low Base Salary/Year	\$8,000	\$18,600	\$8,000	—
High Base Salary/Year	\$48,500	\$48,500	\$36,000	—
Average Hourly Wage	\$10.31	—	\$10.37	N/A
Low Hourly Wage	\$8.50	—	\$8.50	N/A
High Hourly Wage	\$13.50	—	\$13.50	N/A
Percent Paid Salary	72%	89%	60%	100%
Percent Paid Hourly	28%	11%	40%	0%
Percent Receiving Bonuses	76%	78%	73%	—
Average Value of Bonuses/Year	\$2,675	\$3,982	\$1,950	—
Percent Receiving the Following Benefits:				
Auto	20%	0%	27%	—
Housing	8%	11%	7%	—
Health Insurance	92%	100%	87%	—
Life Insurance	68%	67%	67%	—
Disability Insurance	32%	33%	27%	—
Retirement Plan	72%	78%	67%	—
Profit-Sharing	16%	11%	13%	—
Average Value of Benefits/Year	\$5,776	\$6,485	\$5,245	—
Low Value of Benefits/Year	\$1,000	\$3,000	\$1,000	—
High Value of Benefits/Year	\$10,800	\$8,739	\$10,800	—
Average Number of Vacation Days/Year	11.6	11.9	11.5	—
Average Number of Sick Days/Year	6.1	5.5	6.9	—
Average Number of Holidays/ Year	5.8	6.0	5.7	—
Average Total Compensation/Year ^c	\$33,414	\$41,914	\$27,875	—
Low Total Compensation/Year	\$16,000	\$24,200	\$16,000	—
High Total Compensation/Year	\$64,500	\$64,500	\$44,000	—

Source: UNL

^aHigh School=12; Associate Degree=14; Bachelor Degree=16

^bLow number of responses prevent data from being reported

^cTotal compensation is sum of base annual salary or wage, benefits, and bonus

Table 14. Salary, Benefit, and Compensation Benchmarks for Office Personnel

	<i>Feedlot Capacity</i>			
	<i>All Yards</i>	<i>Over 12,000</i>	<i>4000- 12,000</i>	<i>Under 4,000</i>
Total Feedyards Responding	59	12	32	15
Number Responding To This Position	22	12	8	2
Percent	37%	100%	25%	13%
Average Length of Service in Years	5.6	5.2	5.5	10.0
Average Education Level ^a	13.6	13.3	13.5	16.0
Average Hours Worked/Week	41.7	43.9	39.8	36.5
Average Base Salary/Year	\$20,043	\$22,530	\$21,067	— ^b
Low Base Salary/Year	\$12,000	\$17,060	\$19,800	—
High Base Salary/Year	\$28,000	\$28,000	\$23,000	—
Average Hourly Wage	\$8.73	\$9.02	\$8.50	—
Low Hourly Wage	\$7.00	\$7.50	\$7.25	—
High Hourly Wage	\$11.00	\$11.00	\$10.00	—
Percent Paid Salary	27%	17%	38%	—
Percent Paid Hourly	73%	83%	63%	—
Percent Receiving Bonuses	59%	75%	50%	0%
Average Value of Bonuses/Year	\$1,074	\$1,191	\$813	N/A
Percent Receiving the Following Benefits:				
Auto	14%	8%	25%	—
Housing	5%	0%	0%	—
Health Insurance	91%	100%	75%	—
Life Insurance	55%	58%	63%	—
Disability Insurance	27%	25%	38%	—
Retirement Plan	59%	83%	38%	—
Profit-Sharing	9%	8%	13%	—
Average Value of Benefits/Year	\$5,129	\$5,292	\$4,196	—
Low Value of Benefits/Year	\$600	\$3,000	\$600	—
High Value of Benefits/Year	\$10,000	\$8,500	\$6,200	—
Average Number of Vacation Days/Year	11.2	10.4	12.1	—
Average Number of Sick Days/Year	6.9	5.6	8.5	—
Average Number of Holidays/ Year	5.5	5.6	5.5	—
Average Total Compensation/Year ^c	\$25,423	\$27,139	\$23,645	\$22,236
Low Total Compensation/Year	\$13,650	\$13,650	\$17,000	\$17,000
High Total Compensation/Year	\$35,810	\$35,810	\$32,000	\$27,472

Source: UNL

^aHigh School=12; Associate Degree=14; Bachelor Degree=16

^bLow number of responses prevent data from being reported

^cTotal compensation is sum of base annual salary or wage, benefits, and bonus

Table 15. Salary, Benefit, and Compensation Benchmarks for Part-time Employees

	<i>General Labor</i>	<i>Office Help</i>	<i>Cowboys</i>	<i>Feedtruck Drivers</i>
Total Feedyards Responding	59	59	59	59
Number Responding To This Position	20	6	5	3
Percent	34%	10%	8%	5%
Average Length of Service in Years	4.5	1.8	3.0	3.3
Average Education Level ^a	12.1	13.0	13.0	12.0
Average Hours Worked/Week	24.8	21.2	20.0	15.7
Average Base Salary/Year	N/A	N/A	N/A	N/A
Low Base Salary/Year	N/A	N/A	N/A	N/A
High Base Salary/Year	N/A	N/A	N/A	N/A
Average Hourly Wage	\$8.56	\$8.48	\$8.45	\$9.50
Low Hourly Wage	\$5.43	\$5.60	\$6.50	\$7.50
High Hourly Wage	\$12.50	\$10.25	\$10.00	\$11.00
Percent Paid Salary	0%	0%	0%	0%
Percent Paid Hourly	100%	100%	100%	100%
Percent Receiving Bonuses	25%	33%	0%	0%
Average Value of Bonuses/Year	\$230	\$650	N/A	N/A
Percent Receiving the Following Benefits:				
Auto	5%	0%	0%	0%
Housing	0%	17%	0%	0%
Health Insurance	0%	17%	0%	0%
Life Insurance	0%	17%	0%	0%
Disability Insurance	0%	0%	0%	0%
Retirement Plan	0%	17%	0%	0%
Profit-Sharing	0%	0%	0%	0%
Average Value of Benefits/Year	\$750	\$1,055	N/A	N/A
Low Value of Benefits/Year	\$500	\$265	N/A	N/A
High Value of Benefits/Year	\$1,000	\$2,300	N/A	N/A
Average Number of Vacation Days/Year	N/A	N/A	N/A	N/A
Average Number of Sick Days/Year	N/A	N/A	N/A	N/A
Average Number of Holidays/ Year	N/A	N/A	N/A	N/A
Average Total Compensation/Year ^c	\$9,026	\$10,513	\$5,649	\$7,670
Low Total Compensation/Year	\$2,500	\$5,200	\$5,000	\$5,200
High Total Compensation/Year	\$23,000	\$17,000	\$6,800	\$10,010

Source: UNL

^aHigh School=12; Associate Degree=14; Bachelor Degree=16

^bLow number of responses prevent data from being reported

^cTotal compensation is sum of base annual salary or wage, benefits, and bonus

Table 16. Average Base Salary Paid (All Yards)

	1990	1992	1995	1999	2004
Manager	\$32,208	\$34,619	\$33,164	\$37,629	\$47,921
Assistant Manager	\$24,831	\$27,365	\$28,446	\$29,267	\$36,054
Yard Foreman	\$23,240	\$23,736	\$22,455	\$28,668	\$37,470
Mill Foreman	\$19,209	\$22,623	\$23,200	\$26,757	\$38,622
Mill Operator	\$19,333	\$20,786	\$20,580	\$20,914	\$27,933
Feedtruck Driver	\$17,717	\$19,108	\$20,587	\$23,165	\$26,270
Head Cowboy	\$19,852	\$21,174	\$24,730	\$27,179	\$32,482
Cowboys	\$16,818	\$17,131	\$19,799	\$22,511	\$26,650
Maintenance Foreman	\$20,319	\$21,489	\$22,915	\$24,085	\$32,271
Maintenance Personnel	\$17,046	\$18,959	\$21,555	\$22,153	\$27,733
General Labor	\$15,082	\$17,325	\$19,980	\$20,509	\$25,067
Office Manager	\$17,480	\$22,342	\$15,265	\$26,635	\$28,595
Office Personnel	\$13,613	\$16,074	\$14,547	\$19,391	\$20,043
Average	\$19,750	\$21,749	\$22,094	\$25,297	\$31,316
Standard Deviation	\$ 4,819	\$ 4,928	\$ 4,916	\$ 4,893	\$ 7,284

Source: UNL and Nebraska Cattlemen

Table 17. Average Hourly Wage Paid (All Yards)

	1990	1992	1995	1999	2004
Manager	\$7.00	N/A	\$ 8.67	\$11.00	— ^a
Assistant Manager	\$6.75	N/A	N/A	\$ 9.83	\$11.88
Yard Foreman	\$6.29	\$8.08	\$ 6.00	\$ 8.92	\$ 9.79
Mill Foreman	\$5.70	\$6.78	\$10.00	\$ 8.93	\$ 9.97
Mill Operator	\$6.02	\$6.28	\$ 6.81	\$ 8.18	\$ 8.75
Feedtruck Driver	\$5.75	\$6.31	\$ 6.60	\$ 7.86	\$ 9.28
Head Cowboy	\$5.84	\$6.67	\$ 7.43	\$ 8.64	\$10.42
Cowboys	\$5.69	\$6.34	\$ 6.63	\$ 7.88	\$ 8.83
Maintenance Foreman	\$6.12	\$6.89	\$ 7.03	\$ 8.68	\$10.37
Maintenance Personnel	\$5.58	\$6.24	\$ 6.68	\$ 7.86	\$ 9.17
General Labor	\$5.18	\$5.90	\$ 6.75	\$ 7.49	\$ 9.11
Office Manager	\$6.44	\$6.61	\$ 7.58	\$10.02	\$10.31
Office Personnel	\$5.39	\$6.18	\$ 6.83	\$ 8.03	\$ 8.73
Average	\$5.98	\$6.57	\$ 7.25	\$ 8.72	\$ 9.72
Standard Deviation	\$0.53	\$0.58	\$ 1.09	\$ 1.03	\$ 0.93

Source: UNL and Nebraska Cattlemen

^aLow number of responses prevent data from being reported

Table 18. Average Value of Benefits (All Yards)

	1990	1992	1995	1999	2004
Manager	\$5,659	\$10,227	\$9,116	\$8,981	\$11,813
Assistant Manager	\$5,801	\$5,812	\$8,389	\$7,164	\$9,278
Yard Foreman	\$4,983	\$4,610	\$5,733	\$8,996	\$7,336
Mill Foreman	\$3,920	\$4,101	\$4,969	\$4,732	\$6,260
Mill Operator	\$4,584	\$2,914	\$3,940	\$3,508	\$5,500
Feedtruck Driver	\$3,580	\$3,147	\$3,046	\$3,858	\$4,761
Head Cowboy	\$4,234	\$4,105	\$4,233	\$4,567	\$6,869
Cowboys	\$2,903	\$2,512	\$3,328	\$3,528	\$4,826
Maintenance Foreman	\$4,121	\$4,147	\$5,630	\$6,541	\$8,198
Maintenance Personnel	\$3,323	\$3,491	\$4,315	\$3,277	\$5,619
General Labor	\$2,429	\$2,807	\$3,754	\$3,763	\$5,330
Office Manager	\$2,925	\$3,043	\$2,932	\$3,898	\$5,776
Office Personnel	\$2,360	\$2,696	\$3,662	\$3,290	\$5,129
Average	\$3,909	\$4,124	\$4,850	\$5,085	\$6,669
Standard Deviation	\$1,134	\$2,055	\$1,947	\$2,109	\$2,056

Source: UNL and Nebraska Cattlemen

Table 19. Average Total Annual Compensation (All Yards)

	1990	1992	1995	1999	2004
Manager	\$40,951	\$47,014	\$43,621	\$50,652	\$66,281
Assistant Manager	\$32,274	\$34,947	\$37,986	\$37,181	\$47,587
Yard Foreman	\$29,116	\$30,052	\$28,757	\$35,231	\$44,167
Mill Foreman	\$22,416	\$27,032	\$29,952	\$31,794	\$41,952
Mill Operator	\$22,105	\$24,903	\$22,635	\$27,713	\$32,436
Feedtruck Driver	\$22,299	\$23,347	\$23,271	\$26,526	\$31,315
Head Cowboy	\$23,590	\$26,978	\$27,495	\$30,509	\$38,636
Cowboys	\$20,302	\$21,487	\$23,748	\$25,315	\$30,410
Maintenance Foreman	\$23,747	\$26,803	\$26,587	\$32,168	\$41,351
Maintenance Personnel	\$20,298	\$23,868	\$27,081	\$27,018	\$31,677
General Labor	\$17,050	\$19,756	\$23,928	\$23,875	\$29,892
Office Manager	\$18,604	\$23,556	\$19,218	\$28,060	\$33,414
Office Personnel	\$15,428	\$17,158	\$18,511	\$21,443	\$25,423
Average	\$23,706	\$26,685	\$27,138	\$30,576	\$38,042
Standard Deviation	\$ 6,882	\$ 7,588	\$ 7,039	\$ 7,483	\$10,705

Source: UNL and Nebraska Cattlemen